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Editorial

It’s been quite a while since we exchanged notes. Here we are with the 4th Issue of the SRC Newsletter, and as usual, it is information packed with a view to satiate your hunger for news and stories pertaining to remuneration issues!

Over the years, SRC has issued several circulars and advisories to the Public Service. However, cases of non-compliance are rife in both the county and national governments. Based on the compliance checks conducted in November 2016, the Commission highlights areas of non-compliance in counties, and advises on how counties should address these concerns.

Collective bargaining is a fundamental right. With a number of CBAs coming to an end in June 2017, it is paramount that the CBA players have a better understanding of the process. In this issue, the CBA process is unpacked for you.

Since June 2015, the Commission has been conducting job evaluation for the public service and on 11th November 2016, the results for the five complete sectors were released. This issue provides a synopsis of the results that will help you understand the process, the results and policy implications.

Are we born leaders, or are leaders created? This is a debate that has been on for some time. Despite what you believe in, there are some underlying characteristics that come with leadership; making you a great leader.

Is there a difference between terms and conditions of service? What exactly should be compensated? How about investing for our golden years. This is a reality check for all of us, and especially the millennials.

Finally, who is Commissioner Daniel Omondi Ogutu?

These and many more short stories and incisive write ups are featured in this issue. Read on and at the end, give us feedback.
Welcome to the 4th Issue of the SRC Newsletter (July to December 2016).

Through this forum, SRC engages with her stakeholders on topical issues that affect our day to day activities.

The 1st half of 2016/2017 financial year was quite busy for the Commission. One of the biggest milestones in the year is the release of job evaluation results for the public service in November 2016. This feat was achieved after a gruelling 17 months of working hand in hand with our stakeholders in the public service to evaluate over 40,000 jobs. The objective of the job evaluation exercise is to; determine comparable and relative worth of jobs, provide criteria for classifying the jobs and provide a rationalized, harmonized, and equitable job-grading and salary structure. We are finalizing the report of the entire exercise in readiness for implementation in 2017/18 financial year. Indeed, as a Commission, we are proud of this achievement and sincerely thank all those who were involved in the exercise.

Another milestone that the Commission has achieved is putting forth a well laid down procedure for Collective Bargaining Agreements (CBA). The bedrock of any good industrial relations is anchored in the spirit of dialogue and if we embrace this in salary review, by working as partners and putting the nation ahead of our personal aspirations, we shall achieve stability in work environment.

Lastly, I urge all Kenyans to observe the national values and principles of governance as stipulated in Article 10 of the Constitution and be the watchdogs of the ideals extoled in our constitution.

We welcome everyone to read through this newsletter and feel free to provide feedback.

Sarah J. C. Serem (Mrs.), EBS
CHAIRPERSON

“I urge all Kenyans to observe the national values and principles of governance as stipulated in Article 10 of the Constitution and be the watchdogs of the ideals extoled in our constitution”
Yes; We Welcome Job Evaluation Appeals!

By Anne R. Gitau,
Commission Secretary

Following the release of Job Evaluation for the Public Service results on 11th November 2016, SRC embarked on in-depth stakeholders' engagement with respective sectors where job evaluation exercise had been completed. Each institution was taken through its respective grading structure and job evaluation results. The objective was to validate the job grading structure results against approved documents availed by respective institutions for evaluation.

From the engagements, some institutions have expressed discontent with the job evaluation results. This did not come as a surprise to SRC, given that the jobs are not static and the documentation received from various institutions. The good news is that every employee has a right to appeal against the outcome of the job evaluation exercise, if he/she believes that the job overview does not accurately reflect his/her role.

Appeal processes ideally do not deal with disputes arising from the content of the job description, as this should have been handled at the job documentation stage; that is at the job analysis validation and final sign-off of the job description by the various levels of authority. An appeal process deals with how factors were applied against the job, the evaluated score and grade.

After release of results, employees are thus given a reasonable time frame to gather information and consider their grounds of appeal. A respective employee will then write to the Human Resource Department or its equivalent though their respective supervisor/team leader clearly outlining reasons why he/she is appealing. This may include any other information that the employee feels is relevant.

Successful job evaluation appeals should be handled within the ambit of a Job Evaluation Policy. SRC has thus come up with a public service job evaluation and appeal policy that will guide this process. The policy entails:-

**Rationale of the appeal policy:** It was developed due to the Job Evaluation for the Public Service exercise and the policy framework gives guidance to its implementation.

**General guidelines of appeal:**
All public service employees have a right to appeal. The mode of appeal includes; the tools to register the appeal, allowable timelines for appeal, and right for appellants to be represented by their colleagues in the Appeal's meetings.

**Scope of appeal:** This applies to all employees except those under casual arrangements where no mutual obligations exist, agency workers, contractors and non-employees.

"The good news is that every employee has a right to appeal against the outcome of the job evaluation exercise, if he/she believes that the job overview does not accurately reflect his/her role"
Grounds for appeal: Grounds of an appeal must be objective such as wrong job placement where an employee feels he/she has been placed in the wrong job by their line manager, since there are substantial changes in the level of responsibilities and accountabilities for the job that require a higher level of knowledge, skills and experience than was evaluated. Also, an employee may feel his/her job was incorrectly evaluated, not scored or given sufficient weight.

Individual and group appeals: Individual appeals will result from jobs occupied by one employee, while group appeals are where two or more people are employed in a role. However, individuals within a group may appeal under circumstances where they feel that their jobs have been placed in the wrong category. Whilst group appeals can be submitted provided everybody does the same job, a job holder cannot appeal under both individual and group appeal for the same job.

Appeal meetings: It is advisable that informal meetings be held before formal appeal meetings to try resolve several appeal requests. In such meetings, issues are clarified, as it provides an opportunity for discussion and resolution since the appellant gets to meet the representative of human resources and their respective line manager. Should the issues raised fail to be resolved at this stage, then they can be escalated to the Appeals’ panel. Membership to the panel will include; a representative of the employer, the Human Resource Manager, and SRC. The line manager and the human resource representative will be expected to substantiate, clarify and verify grounds of the appeal.

Therefore, even as we move to the implementation phase of job evaluation for public service, employees are encouraged to raise concerns on the results objectively and according to the policy.

A copy of the SRC job evaluation and appeal policy is on our website for further details (www.src.go.ke).

Non-Compliance of SRC Advisories Rife at County Level

By Cleopus Wang’ombe, Assistant Director, Compliance, Monitoring and Evaluation

The Salaries and Remuneration Commission has since its early days issued a number of circulars and guidelines advising on specific issues of remuneration and benefits. In total the Commission has issued 29 circulars ranging from the gazette notice on remuneration and benefits for State Officers in March 2013 to the latest one on housing benefits for Governors and Speakers of County governments. In addition, SRC has been issuing communication to National and County governments clarifying specific issues and advising on remuneration and benefits.

This demands that the Commission continuously monitors the implementation of its advice as intended, a task that falls squarely on Compliance, Monitoring and Evaluation (CME) team. CME is carved from the Directorate of Research, Compliance, Policy and Planning. Since September 2014, the Compliance team has been carrying out compliance checks to make sure that the public service conforms to its guidelines, regulations and advice. The compliance check strategy focuses on compliance levels and picks out challenges institutions are facing in implementing SRC circulars. The team engages with stakeholders thereby clearing any difficulties in interpreting and executing SRC circulars and advisories. The information collected is analyzed and used to provide further clarification on remuneration issues. The checks at the county level target the Executive arm of the County government comprising: the Governor, Deputy Governor, County Executive Committees (CECs) members, County Secretary, County Public Service Board (CPSB) and other staff members, and the County Assembly comprising of the Speaker, Members of County Assembly (MCAs), County Assembly Service Board (CASB), Clerk of the County Assembly and County Assembly staff. During the field visits, a number of issues were noted:

Cleopus Wang’ombe (centre) and Duncan Olao (right) in a compliance check meeting in Nyandarua County.
Implementation of car loan and mortgage scheme:

SRC approved Car Loan and Mortgage Scheme vide Circular No. SRC/ADM/CIR/1/13 Vol. III (128) of 17th December 2014, on Car Loan and Mortgage Schemes for State Officers and other Public Officers of Government of Kenya. The main aim of the scheme was to facilitate easy access to car loan and mortgage to State Officers and other Public Officers from Government funded loans. This would greatly contribute towards attraction and retention of requisite skills in the Public Service.

Following the approval by SRC, various schemes have been established; The State Officers House Mortgage Scheme Fund established under Public Finance Management Act (State Officers House Mortgage Scheme Fund) Regulations 2015 vide Legal Notice No. 23 dated 6th March 2015; The Civil Servants Housing Scheme Fund (CSHSF) established vide Legal Notice No. 231 of 7th December 2015, on the Civil Servants (Housing Scheme Fund) (Amendment) Regulations; The State Officers and Civil Servants Car Loan Scheme Fund established vide Legal Notice 195 of 25th September, 2015, under the Public Finance Management Act (No. 18 of 2012); and Parliament, Judiciary and some County Governments who have established their own schemes catering for both State and Public Officers within their establishment.

Implementation of the scheme in various public offices is positively progressing; however, the following were noted as challenges to be addressed to cushion loss of public funds:

i) Cars Registration Certificate/Log Book and Title Deeds of the houses used as collaterals or securities charged against the loans should be jointly held by the financing institution/County Government and applicant of the facility;

ii) Public service organizations are expected to fund their schemes and resources through budgetary allocation;

iii) In case of financial agreements with financial institutions, they should be within an agreeable framework to both parties, with a 3% rate of interest payable by employees as advised. If a county procures this service at any other rate where officers pay 3% and the government bears the other cost, such a move does not only contravene the set guideline/advice from the Commission, but also breaches Article 201 (d) of the Constitution which calls for prudent and responsible use of public resources. In such circumstances, Article 226(5) of the Constitution spells out the recovery process; and

iv) All staff on contract should repay the loan within the term of their contracts and adhere to the limits set by circular Ref. No. SRC/CGOVT/3/61 dated 30th September, 2014.

Mileage allowance for MCAs:

While setting and reviewing the Terms of Service for MPs and MCAs, SRC issued guidelines through The Kenya Gazette No. 2886, dated 1st March 2013 and SRC Circulars SRC/TS/HRCOH/3/25 dated 11th June 2013 and SRC/TS/CGOVT/3/16 dated 27th November 2013, on reimbursable mileage claims. Mileage allowance is a weekly reimbursable claim of the extra mileage when legislators (MPs and MCAs) travel to their area of representation. It is payable in two components; car and maintenance allowance, payable at standard AA rate of Ksh. 109.8 per km for a 3,000cc vehicle, and mileage claims for extra mileage over and above 375km return journey paid at 70% of applicable AA rate per extra kilometers.

Members of County Assembly (MCAs) are entitled to a standard monthly car maintenance and fuel allowance at a standard AA rate of Ksh.109.80 per km for up to a maximum of 45 km return journey (90km) to their respective areas of representation. The allowance is calculated as follows: Ksh. 109.8*45km*2*52/12=Ksh. 39,528 per month. Elected MCAs, whose areas of representation are situated beyond 45 km a return journey (90km), make weekly reimbursable claim of the extra mileage when they travel to their area of representation at applicable AA rates based on cubic capacity of the vehicle per extra km, subject to a maximum of 52 weeks in a year. The extra mileage does not apply for nominated MCAs.

During the checks, it was noted that some counties have not documented the distance between Ward and County Headquarters, hence making accountability of claims on mileage difficult.
In addition, MCAs claim mileage every time they attend committee meetings or plenary rather than claiming it once per week. It is therefore important to correct the inherent weaknesses in the administration and implementation of this allowance in the current and future National and County Assemblies.

**Housing benefits of County Governor and County Assembly Speaker:**

The Commission vide Kenya Gazette No. 2886 dated 1st March 2013, provided housing benefit for the County Governors and County Assembly Speakers. The benefit comes with all the commensurate home utilities and attendants subject to SRC review.

During the checks, it was noted that in some counties, County Governors and County Assembly Speakers are housed by County Governments, while, in others, Governors and Speakers are in their own homes. However, leasing arrangements and rent amounts differ from county to county. In some counties, Deputy Governors have been conferred with housing benefits with utilities and staff attached to their homes paid for by the county contrary to SRC’s advice.

To address non-compliance, counties should take note of the SRC Circular Ref. No. SRC/TS/CGOV/T/3/61 dated 24th October 2016, and fast track the construction of the official houses for aforementioned State Officers as rent payment for residential houses will cease on 30th June 2019.

**Sitting allowance:**

SRC set the sitting allowance for the CASB members vide circulars Ref. No. SRC/ADM/CIR/1/13 Vol. III (125) dated 9th February 2015, Ref. No. SRC/TS/GOVT/3/16 dated 27th November 2013, and Ref. No. SRC/TS/CG/KIS/3/61/16 dated 2nd October 2014. The circulars provide for a maximum of eight sittings in a month payable as follows: Chairperson (Speaker) to be paid Ksh. 6,500; Vice Chair (Leader of Majority or Deputy) Ksh. 5,200; Member (Leader of Minority or Deputy) Ksh. 3,900; and Fourth Member Ksh. 8,000 per sitting. The responsibility of paying sitting allowances rests with the Clerk of the County Assembly who is the Accounting Officer as per section 12 of the County Government Act of 2015.

During the checks, in some counties, MCAs who are Chairs and Vice Chairs of various Committees claim payment for Chair’s and Vice Chair’s allowances during plenary sessions, where the speaker is the Chair. The Chair and/or Vice positions are not transferable to any other session.

"some MCAs have up to six staff contrary to Commission of Revenue Allocation (CRA) capping of three who are paid through vouchers, among other issues”

**Payments outside IPPD system:**

Some job positions/designations such as staff attached to MCA Ward Offices, deputy County Secretary, ECDE teachers, mid-wives, medical and social workers, are not captured in the IPPD system and salary payment to the same is paid through vouchers. It was further noted that some counties are operating three different types of payroll system (IPPD, Local Authority Integrated Management System and Human Resource Softpay System-HRRS). This kind of arrangement is subject to abuse and should be discouraged.

Other areas of non-compliance include: payment of Daily Subsistence Allowance (DSA) outside the guideline, payments beyond the salary scales provided by SRC circular, payment of responsibility allowance to some MCAs, yet they are not entitled to the allowance, official government vehicles being assigned to some officers who are not entitled, non-submission of information to SRC team, some MCAs have up to six staff contrary to Commission of Revenue Allocation (CRA) capping of three who are paid through vouchers, among other issues.

**Conclusion**

County Governments should prioritize construction of Governors and Speakers official residence in the 2018/19 budget cycle; recover all monies paid out in contravention of existing SRC circulars; ensure payments are made through IPPD system; and strictly adhere to the Car Loan and Mortgage Scheme guidelines.

Compliance with SRC circulars and advice is essential for management of public wage bill. The success of such systems must be characterized by continuous compliance checks and adoption of modern practices, processes and procedures as well as integration of appropriate compliance enhancing information, communication and technology.
Let’s Give Incentives a Chance
By Michael Rotich,
Personal Assistant to the Chairperson

Kenya’s labour productivity which is reported by the National Productivity and Competitiveness Centre to grow at approximately 1.6% per year is low compared to other countries in the region. To improve performance and productivity, the government, over the years, has been coming up with strategies and incentives such as performance contracting, salary increment, bonuses, training, promotion, employment freeze, right sizing, among others, but productivity levels are still low.

One strategy that has not been explored fully is the use of incentives bearing in mind that the most important asset in any institution is its people. Employers need to get out of their comfort zones and make their staff feel valued. This can be done through, for example, development and implementation of an employee incentives and awards scheme to ensure frequent and visible recognition for employees who perform exceptionally well in their duties.

Employee incentives and awards scheme may be developed as a system of rewarding success and effort in the workplace, by allowing employees to earn prizes or recognition whenever they accomplish extra ordinary tasks. It is, however, important to note that the existence of an employee incentives and awards scheme cannot in itself result in higher productivity.

In order to implement a successful scheme, the achievements should be exceptional, unique and beyond the employer’s expectations and sometimes completed out of the normal scope of time, quality and quantity.

A contribution recommended for such recognition should reflect performance that has resulted in tangible achievements such as positive impact on earnings (cost savings, increased revenue etc), significant improvement in methods and procedures including safety and the realization of new business, taking other employees’ work who are on other projects/special assignment, use of good practices of others (i.e. replication) instead of ‘re-invention’, amongst others.

The Employee of the Month (EOM), Employee of the Quarter (EOQ), Employee of the Year (EOY), Champions of Excellence, and Above and Beyond the Call of Duty (ABCD) Awards are some of the types of rewards that can be given out by employers to encourage staff to work harder and more productively.

An employee incentive and award scheme if implemented objectively, shall impact positively on the culture of the organization. Through this, employees will be willing to go beyond expectation as they know their effort is not in vain.

To sum up the need for incentives, Timothy Findley, who was a renowned Canadian Author, said: “The spaces between the perceiver and the thing perceived can be closed with a shout of recognition.”
CBAs: What Should You Know?

With successful collective bargaining, we achieve healthy industrial relations. This in turn leads to improved productivity in workplaces as the working relationships between the employer and employees are objective and employees feel appreciated. Through bargaining, there is exchange of ideas, the parties Principal Labour Relations Officer.

Q. What is a Collective Bargaining Agreement?
Collective bargaining is a key means through which employers, their organizations and trade unions establish fair wages and working conditions.

The Labour Relations Act defines Collective Bargaining as “a written agreement concerning any terms and conditions of employment made between a trade union and an employer, group of employers or organization of employers.” A collective bargaining process precedes this.

Q. Is collective bargaining a fundamental right?
Yes. It is rooted in the ILO Constitution and reaffirmed as such in the 1998 ILO declaration on fundamental principles and rights at work.

Q. Do we have a law on collective bargaining?
The process of collective bargaining is not specifically provided for in law, but there are prerequisite conditions which must be fulfilled before parties proceed with the bargaining process. Such conditions are contained in the Labour Relations Act No. 14 of 2007. Section 54 of the Labour Relations Act states that a trade union must be recognized by law, and it should be duly registered by having a constitutional jurisdiction.

Q. Why is SRC involved in CBAs?
SRC was established under Article 230 of the Constitution of Kenya 2010. The powers and functions of SRC are provided under Article 230 (4) of the Constitution. The mandate of SRC is to:

(i) Set and regularly review the remuneration and benefits of all State Officers; and
(ii) Advise the National and County Governments on remuneration and benefits of all other public officers.

ILO Convention No. 154 defines collective bargaining as “all negotiations which take place between an employer, a group of employers or one or more employers’ organizations on one hand, and one or more workers’ organizations, on the other, for:

(a) Determining working conditions and terms of employment; and/or
(b) Regulating relations between employers and workers; and/or
(c) Regulating relations between employers or their organizations and a workers’ organization or workers’ organizations” (Article 2).
While advising the National and County Governments on the remuneration and benefits of all other public officers, SRC plays a guiding role in the tripartite agreement since remuneration and benefits are CBA items. SRC sets parameters that guide employers in the negotiations.

**Q. Who does SRC advice?**

SRC advises the employer after a request is put forward by giving parameters to guide (employers) in the negotiations.

**Q. What information does SRC need when the employer is seeking advice?**

SRC needs the following:

i) A copy of the proposed CBA from the Union;

ii) A copy of the latest CBA being implemented for the union employees to show the existing remuneration structure;

iii) The institution’s proposal and justification for each recommendation on the financial items of the proposed CBA based on affordability, fairness and parity of treatment;

iv) Staff in-post tabulated against job grades for both unionized and non-unionized employees;

v) The existing remuneration structure for non-unionized staff indicating the date of the last review;

vi) The institution’s Audited Financial Statement for the last three financial years; and

vii) Evidence of budgetary allocations from either internally generated funds or allocation by the National Treasury for implementation of the proposed CBA to show affordability and sustainability of the recommendations if approved.

**Q. After submission of the required information to SRC, can the employer and the union start negotiations?**

Yes, but only on the non-financial items of the CBA. This is because SRC will do an analysis after which it will provide parameters for negotiations. However, while waiting for SRC’s advice, the employer is required by law to give a counter offer. The counter offer should have a minimal effect on the financial items awaiting SRC’s advice.

**Q. What happens after SRC’s advice?**

The employer should use the SRC’s parameters to negotiate and sign the CBA with the union. A copy of the signed CBA is then forwarded to SRC for issuance of ‘No Objection’ letter to facilitate registration at the employment and labour relations court.

**Q. Can an employer and a trade union negotiate a CBA without a Recognition Agreement?**

The process of recognizing a trade union is provided in sections 2 and 54 (1) of the Labour Relations Act 2007, Laws of Kenya.

A recognition agreement means an agreement in writing made between a trade union and an employer, a group of employers or employers’ organization regulating the recognition of trade union as the representative of the interests of unionisable employees employed by the employer or by members of the employers’ organization.

It is not proper for an employer to engage any trade union in the process of CBA negotiations without a signed recognition agreement. To enter into a recognition agreement with the employer, the trade union must have recruited a simple majority of the total number of unionisable employees of that employer. Without a recognition agreement, the employer cannot take cognisance of the union for the purposes of representation of employees of such an employer in any capacity on issues relating to terms and conditions of employment.

**Q. Can one implement a collective agreement before the Employment and Labour Relations Court registers it?**

No. It is an offence. Once registered, the collective agreement binds parties to comply with the commitments made under it. Failure to perform by either party can give rise to a trade dispute which will be dealt with in accordance with the provisions of the Act.

**Q. A majority of the 2013 CBAs are ending in June 2017. What is your advice to the parties involved?**

Parties should hasten the submission of the 2013/2017 CBAs and start the process for the 2017/2021.

**Q. When should the new negotiations begin?**

The 2017/2021 negotiations should have started so as to ensure that at the start of the CBA period, only implementation is pending. However, it is still not late to start the process.

**Q. Do you expect any challenges?**

Yes. There are several challenges in handling CBAs. For instance, we are currently handling CBAs which ought to have been concluded in 2013.

**Q. Any parting shot?**

It is important for each party to play its role as this will avert labour unrests which are due to trade disputes emanating from flawed procedures in CBA negotiations.

Visit our website www.src.go.ke to access the CBAs circulars.
Much of my professional life has been spent in trying to persuade people to grow and become leaders. I am a teacher and I strive to coach and advise my juniors.

From experience and observation, I have come to the conclusion that most good leaders emerge and grow in spite of their organizations. They succeed because of themselves. You will most probably work for five or six organizations in your career, and none of them will be as committed to your long-term development as you are. So how do you develop yourself as a leader?

There is no infallible system or set of systems on leadership development. You are a unique person, with a unique path of leadership. Nobody can teach you the way. You have to find it yourself. If it was an easy path, a lot of people in leadership would be showing the skills of leadership as outlined in a paper than it actually is the case. Therefore, practical suggestions and reflections are essential. As the 18th century poet John Collier said: “Not geniuses, but average men and women, require profound stimulation and incentive towards creative effort and the nurture of great hopes.”

Be Prepared
The door of leadership has ‘Confidence’ written upon it. You must want to lead. It begins with willingness to take charge. Given you fulfil that basic requirement of willingness to accept responsibility, never write yourself off as a potential leader. It is a question of getting yourself into the right field and waiting for the right situation. Remember Louis Pasteur’s famous remark: “Fortune favours the prepared mind.” The more prepared you are, the more confident you become. As a leader or leader-to-be, always be confident, even when you are not feeling it. Since people tend to take you at face value, develop your leadership skills.

Be Proactive
Organizations have vested interest in your development as a leader, because they need leaders. Share with them your hopes, intentions and ambitions. You should be seeking opportunities to lead; be it a team or project. Experience is a compost heap of successes and failures. Make compost! Without it, you can hardly grow as a leader. Apart from promotion to a leadership role, organizations may well offer you, perhaps in response to a request from yourself, some leadership training. It may be either an internal or an external course. Seize these opportunities with both hands. You will be able to practice your skills and receive useful feedback.

You should remain constructively critical, for not everything you hear on leadership courses or read in books is true and practicable; however, it is a key opportunity for stimulation and learning.
Reflect

Most leaders are action-centered and fairly well immersed in their work. You need to withdraw from time to time and take a ‘helicopter view’ of what is going on. These times of reflection should include your own role performance as a leader. List that which is going well and identify some specific areas for self-improvement. This process is natural in any aspect of our lives – as husbands, wives or partners for example, but you should upgrade it into a self-learning method. It will help you develop yourself as a leader and your action points will aim at improving your skill and knowledge. Using informal or unstructured feedback is an important self-development tool. People are like mirrors or ‘social reflectors’; they beam back to how we come across. In this respect, however, others are imperfect receptors or mirrors, for they do not merely observe you, they also interpret what they see before giving you their feedback, solicited or unsolicited. So be cautious in using feedback.

You may have to unpack the observation from the interpretation. Remember that you are only receiving others’ impressions, not true psychological statements about the inner you. Always look for a pattern. As the proverb says: “If one person says that you are a horse, smile at them; if two people say that you are a horse, give it some thought; and if three people say that you are a horse, go out and buy a saddle.” Feedback is like the guidance mechanism in a rocket. If you receive it with an open mind, looking for the truth in it, it can guide you on your path to excellence in leadership. Never be afraid of failure. The path forward will be strewn with the results of your failures as a leader. This is the only way you can move from being a good leader to a very good leader, or even an excellent one. Aim higher, and as much as it is bound to generate shortfalls, persevere. In the end, they may say you were born a leader!

Developing your basic confidence using the well-tested frameworks set out in this article, enlisting the help of your organization as a partner in your leadership development, and making use of the feedback coming your way from all sources (superiors, colleagues, team members, friends and family) are but three practical ways in which you can improve your leadership. It does take time, for there is no such thing as instant leadership. Therefore, be patient with yourself. Aim to take a step forward each day. Do something differently tomorrow, however small a step it is, you will be on your way to leadership. For, as a true leader, like Wordsworth’s ‘Happy Warrior’, you should be one who: “looks forward, persevering to the last, from well to better.”

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Job Evaluation for the Public Service: A Synopsis

By John K. Momyoncho,
Director, Research, Compliance, Policy and Planning

On 11th November 2016, SRC released the Public Service Job Evaluation Results for the Civil Service; Commissions and Independent Offices; Counties; and Commercial, Service and Regulatory State Corporations. The event which was graced by Dr. Joseph Kinyua, Head of Public Service, was a culmination of a 17 months exercise, following His Excellency the President’s launch of Job Evaluation for Public Service in June 2015. These results are intended to address the deep-rooted problems of wage inequities and disparities in the public service that have been in existence since independence and beyond.

Job evaluation for the public service is a game changer in the way Kenya will manage human resource in public service institutions. It is a paradigm shift from the system that has existed since independence, and it requires open minds and a focus on the bigger picture. It is the first of its kind and size in Kenya, and will serve as a baseline for the future.

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The Methodology

Job evaluation started by sensitizing top managers of each of the 228 public institutions that participated in the exercise. Each institution nominated officers from their Human Resources (HR) department for an intensive training on job analysis and data collection. The officers formed job analysis teams (JATs) for their institutions, who were tasked with collecting information about the jobs in their institutions. The JATs were wholly responsible on the quality of information filled in the job analysis questionnaires (JAsQs).
The JAQs were then reviewed and verified by supervisors of the jobs and HR managers before they could be accepted by the Commission. Information from the JAQs was used to develop job descriptions (JDs), which formed the JD manuals for each institution. The JD manuals that were signed off by the respective CEOs/heads of HR functions provided the primary information that was used to evaluate each job. It is from the signed off JD manuals that the Commission evaluated 40,298 unique jobs.

**Paterson Job Grading Philosophy**

The Commission hinged its evaluation on the Paterson Job Grading Philosophy. It is based on decision-making as a key factor, as all jobs are required to make decisions, but at varying degrees. It is simple and easy to understand since all jobs graded are in the same system. Job grading is decided by a panel and not an individual.

The Paterson Job Grading Philosophy has five bands. All bands have 5 grades except Band A which has 3 grades. Each grade is a representation of the level of decision making and function of the job. Band E represents the highest jobs or top management jobs in an institution, while band A represents lower level jobs that require basic skills. During job grading, the worth of one job, relative to another, was determined systematically and objectively, without due regard for personalities.

It is important to note that the job bands (A, B, C, D) are not a representation of the current public service job groups. The table shows the job bands, the type of decisions made and the level of the job.

<table>
<thead>
<tr>
<th>Band</th>
<th>Sub Band</th>
<th>Decisions Made</th>
<th>Level of Job/Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>E</td>
<td>E Upper</td>
<td>Programming/Long Term Strategy/Strategy Execution Decision</td>
<td>Top management</td>
</tr>
<tr>
<td></td>
<td>E Lower</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>D Upper</td>
<td>Interpretation of policy</td>
<td>Senior management and high level specialists</td>
</tr>
<tr>
<td></td>
<td>D Lower</td>
<td></td>
<td>Middle management &amp; middle level specialists</td>
</tr>
<tr>
<td>C</td>
<td>C Upper</td>
<td>Process/System</td>
<td>Junior management and high level skilled officers</td>
</tr>
<tr>
<td></td>
<td>C Lower</td>
<td></td>
<td>Skilled/Advanced operational staff</td>
</tr>
<tr>
<td>B</td>
<td>B Upper</td>
<td>Automatic/Operative/Sub System Decisions</td>
<td>Low level supervisory</td>
</tr>
<tr>
<td></td>
<td>B Lower</td>
<td></td>
<td>Semi-skilled Operational staff</td>
</tr>
<tr>
<td>A</td>
<td>A</td>
<td>Defined decisions</td>
<td>Basic skills</td>
</tr>
</tbody>
</table>
Factors for Job Evaluation

Based on HR practice, the Commission evaluated the jobs based on the following 10 factors:

i. **Accountability**: This measured whether a job has a financial responsibility (direct or indirect influence) in the whole or part of the institution.

ii. **Decision making**: This measured the level of decision making of the job in the institution, given the type of problems that the job holder is required to solve.

iii. **Impact**: This looked at the impact of the decisions by the job holder, including the sphere of its influence in practices, policies or strategy; and the level of influence.

iv. **Problem solving**: This measured the complexity of the problems the job is required to solve.

v. **Job knowledge**: This looked at knowledge and skills that would be required for appointment to the job.

vi. **Managerial skills**: This included technical, human and conceptual skills.

vii. **Interpersonal skills**: This entailed the type of communication (verbal and/or written) that the job holder will need to understand in order to perform the job.

viii. **Working conditions**: This entailed the exposure of an employee in a working environment.

ix. **Responsibility**: This measured, among others, the managerial, operational and financial responsibility of the job.

x. **Independent judgement**: This measured whether a job can make independent judgement or has to consult for advice. It also evaluated possible causes of conduct, and acting or making a decision after the various possibilities.
Joseph Kinyua, Head of Public Service, shakes hands with SRC guests following release of job evaluation for public service results.

SRC pays a courtesy visit to Standard Media Group.

Training of job analysts from Parliamentary Service Commission.

SRC with delegates from Zambia Emoluments Commission.
Participants during the release of job evaluation for public service results

Joseph Kinyua, Sarah Serem and Lydia Nzomo during the release of job evaluation for public service results

SRC in a consultative meeting with EY, the consultant for job evaluation for the civil service sector
The Results

Counties: Job evaluation was undertaken in the 47 Counties, where 20,382 jobs were evaluated. A majority of these jobs were found in Band "C" accounting for 57% of all jobs. Band "A" and "E" jobs accounted for only 1% of the jobs evaluated.

Civil Service: 3,010 jobs were evaluated in this sector. The results indicated that 4 in every 10 jobs were in Band "C". There were less than 1% jobs in Band "A", indicating either very few roles in the band or the roles played by those in grade A had been outsourced.

Constitutional Commissions and Independent Offices: This sector has 16 Constitutional Commissions and two independent offices as established in the Constitution. 1,881 jobs from 16 institutions were evaluated. Thirteen (13) of the 16 institutions evaluated in the sector had over 50% of the jobs analyzed being from the support departments.

Teaching Service: Initially, out of the 300,000 teaching force, only 32 jobs were identified. However, so as to provide a career path for the administrative positions, an additional 61 jobs were identified and agreed by all stakeholders.

The largest group of teachers were in Job Group “C” comprising about 30% of the service in the country. Under the Paterson grading, these jobs are mainly at discretionary level of decision making. The highest role was in job groups P, Q and R that were mapped to grade D1. Job evaluation introduced a new level of career path for teachers. Those in administration shall be absorbed in Band "D" from "D2 to D5”.

Service and Regulatory State Corporations: All roles in 95 institutions out of 102 State Corporations were evaluated. The total number of jobs evaluated in the institutions was 8,349.

Commercial and Strategic State Corporations: All roles in 47 out of 51 institutions were evaluated. The total number of jobs evaluated in the institutions was 5,723.

Achievements

Through job evaluation for the public service, the Commission achieved the following:

- A harmonized grading structure across the public sector;
- Revised job descriptions and, where there were none, new job descriptions;
- Built capacity across the public sector on job evaluation;
- Developed a framework for remuneration and benefits for the public service;
- Completed a salary survey in support of development of a salary structure; and
- Placed roles in their appropriate positions within the grading structures.

Policy Implications

Since the Commission has developed a harmonized grading structure across the public sector, each role has a grade that is transferrable within the sector without distorting the structure and disadvantaging the job holder.

Job evaluation considered all factors associated with the public sector jobs for purposes of compensation, including job complexities, risks, decision making, physical and mental pressure, among others. Therefore, the current remunerative allowances that form part of the compensation pay have been rendered redundant.

At present, the public sector salary structure rewards employees every year without recognition of performance. The system compensates for the number of years and not the value add to the job. The automatic annual increment is one of the causes of escalation of wages without corresponding productivity. While SRC recognizes the need
to compensate inflation and other factors that erode employees pay, the same review will be considered against the performance of the economy. The new structure will focus more on productivity and performance.

The Commission has been receiving requests to address pay stagnation among some public officers. This problem shall now be addressed by specific pay entry points that will be adjusted from time to time by the Commission.

The new grading structure addresses the problem of frequent staff movements which have been motivated by pay disparities and inequities, hence creating stability in public service.

Through the job evaluation exercise, all public institutions now have well-structured job description manuals. This will enable the institutions to define roles and functions better leading to increased performance and accountability.

Besides the job evaluation exercise, the Commission has conducted salary survey for public service. The salary will be anchored on the job evaluation grading structure. As per article 230 (4) (b) and article 41 of the Constitution of Kenya, the Commission has developed scenarios that will be used to advise the public service employing agencies. It is expected that these entities shall initiate negotiations with respective unions, where applicable, on salaries based on the Commission’s advice and in consideration of the principle of affordability and sustainability.

Conclusion
SRC has continued to rededicate itself to the aspirations and values Kenyans voted for in the Constitution and is informed by the desire to have a public service grading structure that will ensure the principle of equal pay for work of equal value. This will stabilize public institutions and ensure that they play their role of service delivery effectively, and break the cycle of public servants moving from one government department to another due to pay.

The Commission is making every effort and playing its part in ensuring that Kenya has healthy industrial relations in the public sector, where CBA negotiations are concluded to the best interest of the parties and the entire nation. Through job evaluation and other strategies being implemented, SRC hopes that the country has a sustainable wage bill to ensure resources are increased towards development.

For more information on the results visit www.src.go.ke or contact us on info@src.go.ke
The millennials (born between 1980-2000) are also known as Generation Y, Generation WE, The Boomerang Generation or The Peter Pan Generation. They are tech savvy; connected not only through social media but also in communities. Millennials are multitaskers, juggling several responsibilities at once; and are flexible, believing in the mantra ‘work hard, play hard’. They want instant recognition; and an open and honest relationship. Once millennials sign up an agreement, they want their opinions taken into account. They do not like surprises.

Millennials are also creative and innovative, which portends well for economic growth. By 2012, it is estimated they will make up 50% of the global workforce, and 88% by 2030. Statistics show that millennials make up 58% of the Kenyan work force, which means this generation will drive the Kenyan economy for decades to come; a fact that cannot be ignored.

Given that this group is diverse, and has a unique attitude and behaviour, companies and institutions need a different and fresh approach to motivate them. These are customers and/or employees wielding tremendous power.

The pension arrangements in the recent times should be in sync with the millennials expectations. The possibility of them changing jobs within 2-3 years is real, and brings with it an opportunity for accessing the pension savings (mostly up to two thirds of the savings). If this is replicated over their entire working life; financial ruin in retirement is imminent.

A rethink and aggressive awareness campaign on financial/retirement planning at early years on joining the workforce is paramount. This planning should, at a minimum, take cognizance of their ability to fund their medical care in retirement as well as their financial well-being. In order to maintain decent living standards in their old age, millennials need to start saving now more than ever.

To attract and retain the millennials, wise employers need to take time to educate employees about planning for retirement. Employers should provide financial mentorship and/or coaching to them, including what retirement is all about, the need to increase their contribution as they grow in their careers and the amount that one may need to achieve their retirement goal. More so, some do not realize that elements like inflation need to be accounted for in the plan. Employers should seek feedback on the options provided at the very early years of employment. Let the millennials identify areas of concern since they are the ones affected by them, and the employers can revise the options to the millennials where possible.
In the recent past, institutions and companies have become innovative in terms of culture and management style to attract, accommodate and retain the millennials for a good reason; it is a win-win relationship. For example, the April 2015 report: “Talent Sustainability Report: The CHRO View from the Front Lines of the War on Talent” by HR Policy Foundation based in USA states that more than two-thirds of employers reported their millennial workforce was above average or exceptional. Employers also reported that millennials are making great contributions to the workplace including technological skills, questioning the status quo, and are striving to make a difference. As a result, 85% of companies had changed policies to appeal to millennials.

Therefore, the ability to come up with suitable pension plans for this generation while recognizing their characteristics, needs and priorities is significant to the success of any employer.

To this end, in the coming year, the Pensions Department at SRC in liaison with the Human Resource Department will be running specific and tailored programmes to create and increase awareness among its members of staff on financial and retirement planning. Through this, the Commission hopes that its employees make informed decisions as they plan for their golden years.

Book Review:
The Monk Who Sold His Ferrari

By Samuel Mwangi, Legal Officer

Mantle's great success and aspires to be like him. As such, Mantle represents the values of our society.

While in court, impeccably dressed as usual, Julian Mantle has a heart attack, resigns, quits his practice and disappears. He sells all his possessions and moves to India to seek a more meaningful existence. When he goes back, he is a changed man; almost a completely different person. He has learnt from some mythical Himalayan gurus who give him mystical and yet practical advice, which he shares with his former associate.

“The Monk Who Sold his Ferrari”, in essence is not a book, but a set of guidelines for personal growth. This best selling novel by Indian-born Canadian author and motivational speaker, Robin Sharma, can be considered as a course in personality development.

I relish this book because of its simplistic, yet effective chronicle that provides the cynical soul with a path to success that is not devoid of hurdles, but rather infested with them. It is tailor made for today’s frenzy generation.

Although the author employs a super revelatory tone at times, whatever has been discussed in the book is quite common knowledge, such as the emphasis on positive thinking and kindness, the importance of living in the present, among others. However, what makes this book special is the way it has been structured. The conversation in the book is impactful, and the message is conveyed in a manner that it stays with the readers for a very long time. The book pushes its readers to pause and reflect about their own journey; it declutters the mind and spirit.
The book teaches us to understand ourselves and our needs. It beautifully helps us weigh our desires against our needs, and drives us towards a happier existence. Succeed we all might, but do we really succeed? Many amongst us have made it big in their lives, but how many of them are happy? How many of them can go to bed at night without guilt? How many can take each and every single decision with an ice-cold mind without letting anything cloud our vision?

The book has superb quotes too, but out of all, this excerpt is firmly etched in my mind: "Lifelong happiness does come through striving to realize your dreams. You are at your best when you are moving forward. The key is not to make your happiness contingent on finding that elusive pot of gold at the end of the rainbow."

The core of the book is the Seven Virtues of Enlightened Learning, which Mantle reveals one by one. They are: master your mind, follow your purpose, practice kaizen, live with discipline, respect your time, selflessly serve others, and embrace the present. Each of the seven virtues encompass a bunch of daily habits that you need to incorporate into your life.

I do agree that it is a muddle of too many ideas, but as a reader, you can pick and choose.

“The Monk Who Sold His Ferrari” is a fun and easy read. The book is astoundingly low priced, and is a recommend buy for anyone interested in incorporating routines and habits that can transform their lives, help them achieve their dreams, calm them and make them happier.

### Terms of Service and Conditions of Service: Is There a Difference?

By Dr. David Muthaka, Deputy Director, Policy and Planning

It was a dull morning in March 2016, on the hilly town of Wundanyi, Taita Taveta County. This town is hidden under some breath-taking and spectacular rocky hills, making it chilly at dawn. We had assembled for a sensitization workshop on job evaluation for the teaching service, and I was in charge of the function. As the SRC representative, I was expected to respond to any concerns raised about the Commission. During a plenary session, just before the much needed coffee break, one participant (a teacher) asked some unanticipated questions: “Is there a difference between terms of service and conditions of service? Does SRC determine terms or conditions of service, or both?”

The questions caught me off-guard, as I am not a HR practitioner but an Economist. I had always assumed that the two terms are one and the same thing. As more questions were asked by other participants, I perused through the Constitution (I have learnt to carry it along) and realized that ‘terms of service’ is not used when describing the functions of the 10 Independent Commissions established under Chapter 15.

In the Constitution, ‘terms of service’ is deliberately omitted when functions of all the Commissions are described. ‘Conditions of service’ is only used to describe one of the functions of the Public Service Commission and Judicial Service Commission. The omission of ‘terms of service’ is deliberate because the Constitution has given the mandate of setting and reviewing of remuneration to SRC in Article 230. Remuneration issues are at the centre of ‘terms of service’.

Therefore, the explanation was simple (though not easy); whereas the two terms are different, their effect on the public officers’ eyes is the same. I decided to make use of the two hands of an Economist. On one hand, the terms of service define the conditions that an employer and employee agree upon on a job, which include; job responsibilities, working days and hours, leave days and pay among other things. On the other hand, conditions of service define the terms of an employment contract that affect or pertain to working conditions. These include: physical environment, amenities, degree of safety and stress levels, among other things. To the public officers, terms and conditions of service are related and intertwined.

The participant further explained the context of his question. He was deployed by the Teachers Service...
Commission (TSC) to a school, which is about 35km from Wundanyi. The school is not served by public transport, therefore he hires a bicycle and cycles to the school. Given that the school is located in a rural area, there are no rental houses. Thus, he commutes every day, and covers 70kms. Sometimes he has to take a long walk before he gets a bicycle for hire. Who is supposed to compensate him for these conditions? Is it TSC, SRC or Ministry of Education (responsible for school infrastructure)?

To public employees, a deterioration of the conditions of service, especially working environment, should be compensated. They do not think of who should rectify the problem. For instance, who should provide good housing in or near the school for the teacher? If housing is not provided, who should compensate him?

Doesn't this explain why remuneration issues in the public service in terms of agitation for higher pay will never end? For any deterioration of working environment, public officers seek compensation through pay. Whereas SRC tries to address issues related to terms of service, public officers raise concerns on conditions of service.

When public officers agitate for pay rise due to conditions of service and not terms of service, what should be the solution? Pay rise emanating from poor working conditions produces a short-term effect only; an excitement that does not last long because the working environment remains the same, even with pay rise. However, an improvement in the working environment has a long term effect on morale, motivation and productivity of an employee. Lack of proper housing, poor work station, excessive noise and/or lack of protective gear lowers morale, productivity and length of engagement with employees.

When working conditions and environment are poor, there is agitation by employees for compensation for the hazards created. The agitation leads to requests for higher pay; yet pay will only address the symptoms to the underlying problems. Poor working conditions increase work stress and frustrations, hence low morale. Public officers find it easier to request for a pay rise thinking that it will increase their morale. However, an increase in pay will not solve the problem.

For instance, a cleaner with no gloves would not happily handle waste without them just because pay has been increased; a highly paid surgeon with no surgical tools will not be productive even when pay is increased; a well-paid teacher with no instructional materials will still feel frustrated in his/her profession. When a security officer requests for risk allowance, whose responsibility is it? When a teacher requests for hardship allowance, whose responsibility is it? When doctors request for call or non-practice allowance, whose responsibility is it? Pay increase emanating from agitation due to poor working conditions may end up being a waste of public resources. If the public institutions mandated to deal with the problems of terms and conditions of service do not work as a team, SRC shall never arrest Kenya's high wage bill.

The participant appeared convinced but not contented with the response. TSC gave him a much-needed job, which he could not decline despite the challenges. The community has not been empowered to develop rental houses. These grievances land at SRC to address through pay reviews, because, according to the teacher, SRC holds the strings to the public purse. This could be the reason public employees have agitated for better terms and conditions of service, hence requesting for all manner of allowances to compensate for poor working conditions.

“Lack of proper housing, poor work station, excessive noise and/or lack of protective gear lowers morale, productivity and length of engagement with employees”
Daniel O. Ogutu is the 4th born in a family of 8. He started off his career as a secondary school teacher in 1993. In 4 years, he had been transferred to 4 schools due to his divergent views and push for what he believed in. While he preferred a progressive approach, his superiors were seemingly traditional, and this did not augur well with his principles. Since he had created “enough trouble” in the teaching service, he was asked to head a school with zero students in 1999. Through his determination and resilience, he was able to bring in some students and the school set off. In 2 years, he had 70 students. His legacy lives on and he is credited for the strong foundation he created that has seen the school excel over the years. It was at this point that he felt the need to move from the teaching service and make a difference elsewhere. He switched his career path to human resource management and has since risen through the ranks in the public service. Currently, he is not only a Vice Chairperson of SRC, but also Assistant Commission Secretary at Commission for University Education (CHE). The 48 year old is not only knowledgeable, energized, free spirited, eloquent, but also affable. He shares his story with Purity Njeru, the Principal Communication Officer at SRC.
Q. You headed a school after teaching for only 6 years. How was your experience?
I had to make a decision, whether to start the school or seek transfer to another school. The secondary school was on record but with no students and teachers, unlike the primary school. I met the head of the primary school and asked him if he was willing to bring students to the secondary school and he said he would talk to the Board of Management and the community, and that I should see him after two weeks. When I went back, he told me if I was ready to work I should find out why the students who had been there earlier had disappeared. The challenge was that the community was not keen on having their children in school, particularly due to school fees payment. They felt education should be free despite the fact that they were only expected to pay Ksh 5,000 per year. I had to seek alternative ways of keeping the students in school. I asked parents to bring their children to school along with anything they thought could be traded. For example, if you had a tree, the school would cost it and have that as school fees. People don’t believe that what they are surrounded with is wealth. A second challenge was that I was running the school with Board of Governors (BoG) teachers, a majority of whom were not even university graduates. I learnt that the school kept going because of the determination of students, teachers and parents. Invest in people, appreciate them and they will give you the best they have.

Q. Describe your journey in the public service
I joined the Directorate of Personnel Management as a Senior Human Resource Development Officer in 2001, and was promoted to Chief Human Resource Development Officer in 2004. In November 2005, I moved to Ministry of State for Provincial Administration and Internal Security, and to Ministry of State for Public Service in 2007. I later joined Commission for Higher Education (CHE), and Agriculture Finance Corporation (AFC). In 2011, I was appointed as a Commissioner of SRC.

In each of these positions, I have done my work diligently and achieved major milestones. For example, in the Ministry of State for Provincial Administration and Internal Security, I found over 5,000 disciplinary cases pending, and left when they were less than 300. I cleaned up staff issues, the registry, and the processes ending problems such as missing files. We were the first to do employee satisfaction survey in government. We did it ourselves using excel. We developed a questionnaire, collected information, analysed it and came up with the report while everyone else was hiring consultants. In AFC, I had a more challenging job as the General Manager of Human Resource and Administration.

Q. How did you become the Vice Chairperson?
It was unexpected, and since the law says that there must be a Vice Chair, it had to be done. During our first meeting, the Commissioners unanimously recommended I be the Vice Chairperson. I asked them what they meant given that I was the youngest of them all. They said that the job is cut out for me. 

Q. What does your job entail as vice chair?
Uniqueness, because there is no clear cut job description. I do everything and nothing at times. Since I am the link between the Chair and Commissioners, the challenge is how to bring harmony in the Commission. Sometimes there are serious differences and some of these must be resolved out of the eye of everybody. It is a gap I have to fill.

Commissioner Ogutu in his earlier years
Q. What is your driving force?
To make a difference. I have pioneered a number of things and there is satisfaction in bringing in a new dispensation. What we do today at the Commission is never the same as yesterday. It requires the mind of a leader as people always expect answers. At times, it pushes us too much but you cannot run away from it.

Q. What has been the most challenging period for you?
The period when we had to deal with Parliamentarians in 2013. The crisis started when our Chair was out of the country, and nobody wanted to face it. It was a real test of resilience for the Commission. We galvanized together, bringing the Commission to defend its mandate. When the Chair came back, we were not scared because the Commission was one. She found a solid team and we were able to face the challenge ahead. This was not taken lightly by the Parliamentarians.

Q. Do people point fingers at you?
Yes, some do. I am human and sometimes I get tired and say this is too much. Some people feel like I do not understand them.

Q. What’s your message to stakeholders and Kenyans at large following the release of job evaluation results for the public service?
Job evaluation is new to the public sector, but as a concept, it is not new to the world. Countries that we see succeeding and paying their public service well have undertaken job evaluation for example Malaysia, Singapore, India, Rwanda, and South Africa. There should be no fear about job evaluation since it is not about the person, but the job. Jobs are dynamic and they change over time. Therefore, for us to live in tandem with the world, we have to embrace job evaluation. The key is to reward work done accordingly. Jobs of the same value should be rewarded equally. Through job evaluation, we have been able to look at the public service with a different eye, a perspective that nobody else has seen before. If public servants are properly rewarded, supervised and motivated, Kenya will go places.

Q. How has the workplace landscape changed over the years?
Through the use of technology and we must embrace it with speed. We cannot do things the same way as before. Job evaluation will revolutionize the public service. More so, we have to look at how much creativity we are putting in a job. Do you just do things because they need to be done, or can you be innovative? We need to move from the era of instruction where one is told what to do, to the era of creating the idea and running with it. This is what the public service should look like.

Q. How can Kenya achieve a stable industrial environment?
During industrial conflicts we keep blaming government. But who owns the public service? Who is government? We as public servants are government. We must always know that we are accountable to the public. For us to get where industrial relations are stable, we need to play our role. The employer must always anticipate the CBA cycle; and ask how much of this can be handled urgently? Do we really need to create a crisis? The unions must understand that money to pay what they want may not be there all the time. If we look at unionism and collective bargaining worldwide, it is only in Kenya where we pay wage adjustments in double digits of about 40 and 60%. This is not sustainable because we are increasing salaries to unprecedented levels that the economy cannot support. We need to get the economy ready to
reward us accordingly. You find unions demanding 300%, while it is a fair demand, is it realistic? Many employers think there is enough money at Treasury, but whose money is it? Public money.

Q. Unemployment levels have been on the rise. What is your advice, especially to the youth?
Unemployment is a question of how we have structured the education system, job market and vibrancy of the economy. The old system had a sieve. Those who dropped out at Class 7 or Form 4 were not condemned to nothing. There were colleges to absorb them. Therefore, the direct drop to the market was not there. Universities would thus take the numbers that were necessary. However, at some point we started going wrong, and we had a situation where the only place people could go to was the university. Therefore, the rate of attrition was very high, but the job creation was not in tandem. We cannot also lose sight of the population which has been growing exponentially.

We have to look at how to deal with baby boomers to have gainful employment. We need to create a mindset where they can convert their knowledge and hands into income.

Q. Describe your day?
It can be erratic. I try to balance between SRC and CUE. I am usually in the office early and ensure that all my assignments at CUE are completed. There is no procrastination.

Q. How do you juggle two jobs?
Each day I have a programme that I strive to achieve. I have learnt that while we have jobs, a majority of the 8am-5pm jobs are not well structured to keep us busy throughout the day. There is need to redesign jobs to occupy 8 hours. Currently, either jobs are not well structured or there are more people doing the same jobs. The issue though is on job structuring.

Q. Any social life?
None; I cut it off.

Q. Why?
It was necessary because of SRC. Everybody has demands about their salaries, and wants to hear what I have to say. As the Vice Chair, it is authoritative. If I say there will be a pay rise tomorrow, it will become big news.

Q. Happiest moment in your life?
When I passed my Form 4 exams. In the old system scoring Division I or missing it by a whisker was big deal. I missed Division I by one point because I was poor in mathematics. This was the starting point for me.

Q. What was your motivation to score highly in Form 4?
To join “A” Levels. It’s only at this level that you would have the opportunity to put on a trouser and a blazer. More so, to write on fool scaps and file them. In “O” levels we would put on shorts and sweaters; and write on exercise books. Our understanding at that time about university education was very low, because it was not a common thing and the competition was so high for it. Besides, they were only four universities: University of Nairobi, Kenyatta University, Moi University and Egerton University. All the same, it was prestigious to join one and enjoy “BOOM”.

Q. How has your childhood impacted on who you are?
Discipline has really moulded me into who I am today. My father was a disciplinarian and my mother was even worse. Cleanliness for example was non-negotiable. To date, personal discipline such as keeping time is key.
Q. Who has mentored you most in your life?
My boss then at the Office of the President; Mrs. Alice Muita. She taught me how to work smart. She would give me assignments, and I could not walk back to her with nothing. I had to make an attempt. She taught me to do things diligently and gave me the independence to make decisions. She also appreciated good work.

Q. What would you change given a second chance?
I was too playful in primary school and I did not score as I would love to have scored.

Q. Your term as an SRC Commissioner is ending at the end of 2017. What is your next move?
I will put in more energy at CUE, and I’m still open to any other opportunity. I have gathered unprecedented knowledge and experience at SRC.

Q. What is your message to the next Commission?
To continue guiding State Officers and the Public Service on pay. SRC should invest more on research and there is need to focus on public service performance and productivity. Every public servant should contribute gainfully to the service, each hour and day.

Q. Peak moment?
Being the Vice Chair of SRC, and my happiest moment was when we were able to crack the salary formula for the public service following the job evaluation.

Q. Are you in touch with your childhood friends?
Yes, quite a number. They think I am a miracle child as they do not understand how I got to where I am from the classroom. They think I had a god father which is not the case.

Q. Have you been documenting your journey?
Unfortunately, not. However, it has been quite a journey which should be stored somewhere.

Q. Parting shot?
Always be considerate to people, and do not burn bridges.
NEWS

Technical Consultation on Public Sector Labour Productivity Measurement

SRC held a technical consultation forum on public sector labour productivity measurement on 1st August 2016. The consultative forum was organized to gain a broader understanding of productivity measurement in the public sector. The forum, which attracted participants from Ministry of East African Community (EAC), Labour and Social Protection; Productivity Centre of Kenya; Kenya Institute for Public Policy Research and Analysis (KIPPRA); universities; and World Bank, was driven by the need to tap ideas and suggestions from stakeholders on productivity measurement in the public sector.

In her welcoming remarks, Mrs. Anne Gitau, SRC Commission Secretary, observed that the Commission was keen on productivity and performance in the public service. She noted that the importance of measuring productivity in the public service was particularly important in providing a favourable environment for the private sector growth, and in ensuring accountability for taxpayers’ money.

Various issues were discussed including concepts, approaches, processes and frameworks on public sector labour productivity measurement and recognition; methods for public sector labour productivity measurement; and lessons that can be drawn from selected countries such as Malaysia.

Sensitization on E-Procurement

SRC in partnership with the IFMIS Department under the National Treasury organized a Sensitization Training on Electronic Procurement (E-Procurement) on 26th September, 2016, at Railway Training Institute. The training was for various firms currently registered by the Commission and those interested in future registration under Youth, Women and Persons with Disabilities for the financial years 2016-2017 and 2017-2018.

Suppliers were sensitized on the E-procurement functions that are configured in IFMIS system. They also had an opportunity to raise questions on the various challenges they encounter while using the system.

Under E-Procurement, suppliers follow an automated procurement process of managing their profiles, quotations, purchase orders, receipts, invoices and payments, contracts among others. E-Procurement has introduced a new era to public procurement by ending the manual procurement challenges the country has experienced in the past.
 SRC Participates in APRM’s Country Self-Assessment

The New Partnership for Africa’s Development/African Peer Review Mechanism (NEPAD/APRM) Secretariat made an official visit to SRC on 7th October 2016. NEPAD/APRM was undertaking the 2nd country self-assessment (CSA) of Kenya, and SRC is one of the stakeholders that will be assessed. NEPAD/APRM sensitized SRC about the review process and during the visit learnt more about the Commission and its mandate.

The actual mission to conduct the CSA began on 24th October 2016, and ran for three weeks. This was followed by preparation of a report that will be presented to the Government for comments before being forwarded to the Heads of State and Government of the APRM Forum in Addis Ababa, Ethiopia, in January 2017.

The 2nd CSA is a national exercise for the Government of Kenya, which the President, H.E. Hon. Uhuru Kenyatta, kicked off on 4th October 2016. APRM is a voluntary governance assessment framework of sharing experiences and reinforcing best practices that lead to political stability, high economic growth and sustainable development. The mechanism has 35 African States.

Kenya was the 3rd country among the member countries to undertake the 1st country review assessment in 2006; and the 3rd to complete the APRM process. The goal of the process is to enable countries to undertake reforms which are in line with the NEPAD goals common to Africa countries. Kenya has since tabled several progress reports on the implementation of the National Plan of Action arising from its commitment to APRM. Kenya was among the first four African states with Ghana, Rwanda and Mauritius to accede to the APRM in March 2003.

Job Evaluation Results for the Public Service Released

SRC released job evaluation results for the public service on 11th November 2016 at Kenyatta International Conference Centre (KICC). It took the Commission 17 months to conclude the job evaluation exercise for Civil Service, State Corporations, Constitutional Commissions and Independent Offices, Teaching Service and County government. More than 40,000 jobs were evaluated.

"This therefore renders the remunerative allowances that form part of the compensation pay redundant," she announced.

She also announced that the annual increment ‘will focus more on productivity and performance’ and not automatic increment. The current practice is to reward employees every year without recognition of performance. This automatic increment is one of the causes of escalation of wage without corresponding productivity.

Mrs. Serem said the Commission had developed a grading structure for the public service that had apart from addressing the problem of inequities and disparities also addressed pay stagnation among some officers. The grading structure had specific pay entry points that would be adjusted from time to time by the Commission. Before July of every year, the Commission
will be working out a compensation benefit for officers based on performance of the economy to take care of cost of living adjustments.

The grading structure and the new salary structure will be effective in the next financial year 2017/18.

**In-Depth Stakeholder Engagements on Job Evaluation**

Following the release of job evaluation results for public service, SRC held half day interactive sessions with each Ministry, Constitution Commission and Independent Office to share the Job Evaluation results. The institutions were thus able to interrogate the job grading structures and they made observations on them. Clinics for Counties; and Commercial, Strategic, Service and Regulatory State Corporations will be held in January 2017.

**County Compliance Checks**

SRC conducted compliance checks in the Counties in November 2016. As part of its mandate, the Commission undertakes compliance checks in public institutions to determine the compliance levels. In addition, SRC identifies areas of support to institutions visited in relation to implementation challenges of SRC advisories. The exercise involved an entry meeting with the County Secretaries and Chairs of County Public Service Board (CPSB). Further, the SRC team met the Secretaries of CPSB, Heads of Human Resource, Heads of Finance/Accounts and Heads of Payroll Section.

**New Appointments**

SRC continued to promote and attract new staff. Ms. Grace Ogembo was promoted from Deputy Director Remuneration Analysis to Director of Remuneration Analysis, and Martin Kirung’o from Analyst, Compliance, Monitoring and Evaluation (CME) to Principal Analyst.

Ms. Margaret Njoka joined SRC as Director Corporate Services and Dr. Hilary Patroba as Deputy Director, Research & Compliance.

**Bundles of Joy**

Bonface Obiero was blessed with baby Hope Nagaya Obiero, and Bernard Motieri with baby Berquin Bosire Nyagaka.